

People Performance Policy

People Services

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A charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014 (Reg No 30938R)

1. Purpose

At Riverside we recognise that colleagues work hard to deliver an excellent level of service for our customers and demonstrate Our Riverside Way (ORW) in everything they do.

This policy outlines the key performance milestones throughout the year and encourages colleagues and managers to hold regular check-in conversations where they discuss key performance themes such as goals, personal development, wellbeing and ORW.

The policy highlights how managers can encourage their top performers and support those colleagues who may not be performing to their best.

This policy supports Riverside in ensuring that colleagues are competent to carry out their roles effectively, particularly where roles impact customer/tenant safety, service delivery and regulatory compliance. By competence we mean the ability to apply the necessary knowledge, skills and behaviours to perform a role effectively and safely.

Please read this policy alongside our supporting guidance for colleagues and managers.

2. Scope

The policy applies to all colleagues at Riverside.

Additional expectations apply to colleagues in ‘applicable roles’, defined as those roles that deliver services to customers or have a direct or indirect impact on customer safety, service quality or regulatory compliance.

This policy is not contractual, and we reserve the right to remove or amend this following consultation with Unite in accordance with the terms of any Recognition Agreement.

3. Legislation

The People Performance Policy has been written in compliance with all relevant employment, health and safety and social housing legislation. This includes but is not limited to

- The Employment Rights Act 1996
- The Equality Act 2010
- The Health and Safety at Work Act 1974
- Social Housing (Regulation) Act 2023

4. Principles

4.1 Check Ins

Regular conversations between managers and their team gives colleagues a sense of purpose, provides clarity as to what is expected of them and the opportunity to focus on their development so to feel invested in. This in turn, generates improved individual and team performance allowing Riverside to deliver its strategy and most importantly a great service to our customers.

Colleagues and managers are empowered to set the agenda for their check-in, to ensure that what is discussed is important for that colleague and their performance and at the right time.

Check-in conversations are two-way, ensuring colleagues contribute to setting the agenda and offer their thoughts on priorities and what needs to happen going forward. Colleagues should take ownership for their performance, with managers providing feedback, coaching and regular check ins to enable that ownership.

Managers and colleagues should aim to have a check-in every 4-6 weeks; some may prefer to meet more frequently. As a minimum there should be four check-ins per year which should also be recorded in People Hub.

Regular check ins should cover one or more of the following, depending on what is important at the time. Points discussed can be recorded in People Hub using the check in templates.

- **Performance and Behaviours:** Discuss progress towards goals, cover any change in priorities and recognise achievements. Acknowledge positive behaviours that align to ORW and highlight any areas where behaviours have been a concern.
- **Wellbeing:** Check-ins are about the whole person, where managers ask about a colleague's wellbeing ensuring a positive work-life balance is being achieved. They should also explore where they or Riverside can offer support if it is needed.
- **Career Development and learning opportunities:** Revisit PDPs to discuss progress, achievements, which can be built on throughout the year.
- **Organisational Updates:** This is a chance to ensure colleagues are up to date with the latest information across Riverside e.g. a relevant policy change, a new way of working, a system update.
- **Feedback:** This is also an opportunity to discuss any feedback that has been recorded in People Hub or received from peers, customers, or external stakeholders. Managers should consider relevant customer feedback, compliments, complaints, satisfaction measures, service insight and customer influence activity alongside feedback from colleagues, partners and other stakeholders when discussing performance, behaviours and development needs. For customer-facing and applicable roles, evidence of customer outcomes, communication quality and adherence to expected customer service standards should form part of performance and competence conversations. Customer feedback should be considered in context, alongside other relevant evidence to ensure a balanced approach.
- **Competence:** Review whether the colleague has the necessary knowledge, skills, qualifications and behaviours required for their role, particularly in applicable roles. Identify and address any gaps. The impact of the colleague's performance on tenant safety, service quality and customer outcomes in applicable roles.
- **Concerns:** Managers should offer 'in the moment' feedback when anything about a colleague's performance concerns them. This is an opportunity for early intervention where they can be honest with colleagues about their observations and what is needed to get back on track. They should discuss any support or development required to achieve the required expectations. Refer to section 7 for more details on performance concerns.

4.2 Annual Performance Cycle

Our annual Performance and Development Cycle provides a structured framework for setting clear objectives that align individual and team priorities with Riverside's strategic goals.

The cycle also creates opportunities for colleagues to discuss their development plans for the year to support the delivery of their objectives within their own role and to discuss their own aspirations. The following are the key points of the performance cycle:

- **Initial performance goal setting and Personal Development Planning:** April /May At the beginning of each financial year, colleagues will agree personal and team performance goals with their manager. This aligns what everyone is working towards with functional business plans and Our Riverside Plan. Goals should be focused on the next 4-8 weeks and should be specific, measurable, achievable, realistic and timebound (SMART). Some may be longer term with regular discussion on how colleagues are progressing against the longer-term goals.

Development goals and career conversations should have a dedicated initial check-in to create personal development plans (PDPs). Every colleague should have a PDP in place, either to stay up to date and engaged in their current role or to progress on to a future role. Not everyone will want a career conversation which focuses on moving up the ladder, for some this maybe about wider opportunities, but this is open to all colleagues.

- **Mid Year Review** –A big picture check-in halfway through the year is an opportunity to take stock of overall team goals, ensuring they are still a priority and align to Our Riverside Plan. Once again this can be discussed in a collaborative team meeting or individually.
- **Wrap up conversations** – around Feb/Mar aim to close down objectives and get ready for the next financial year ahead – See Section 5 below

A colleague's individual goals should be discussed with their manager and recorded on People Hub following the initial performance goal setting meeting.

4.3 Annual Wrap Up and Check-in

During February-March each year colleagues and managers should hold a consolidation or 'wrap up' check-In. This gives both parties an opportunity to reflect on everything that has been discussed in the year. Managers will formally award colleagues a rating. Ratings allow colleagues to understand how they are performing which is crucial to creating engagement and motivation. They are also an indicator of the colleague support and development required over the coming weeks and months as outlined below.

	Objectives	Our Riverside Way	Action Required
Outstanding	Delivering on all objectives to a high standard and exceeding expectations – often going above and beyond what is expected.	You're a role model. Your behaviours demonstrate Our Riverside Way, this is recognised through feedback and how you encourage others to	Support the colleague in understanding their goals and aspirations (see section 5), consider if the colleague is suitable for succession planning and/or stretch projects.

		embed these behaviours.	
Doing a good job	You've delivered on all of your objectives to expected standards	You're consistently demonstrating Our Riverside Way, showing good commitment and attitude to your work, colleagues, and customers.	Support the colleague in understanding their goals and aspirations (see section 5), consider what might support the colleague to excel further or how they might want to progress their career.
Almost there	You've missed some key objectives and may need more support in reaching what is expected of you.	or You're not consistently demonstrating ORW and the associated behaviours and need support in reaching what our expected behaviours are	Further support the colleague in understanding where they are not meeting objectives, if there are any barriers, and consider set a Performance Support and Improvement Plan.
Some Way to Go	You are not achieving many of the minimum expected objectives Or You are new in post and haven't had sufficient time to get to grips with the role	Or You're not consistently demonstrating our values and behaviours as outlined in ORW which has a negative impact on colleagues and/or customers.	Revisit PSIP plans and see section 8 below for further action If new in post, offer further support and time and advise colleague when their rating changes

4.4 Supporting Colleagues who are 'Outstanding' or Doing a Good Job'

Regular check-ins give managers a chance to recognise exceptional performance in the moment.

Giving feedback in real time is key to keeping colleagues engaged, focused and motivated, and not forgetting demonstrating how their efforts are appreciated and valued. When a colleague consistently goes above and beyond and demonstrates outstanding performance or role models Our Riverside Way, this should be celebrated with a simple thank you or formally through a STAR award.

Managers should take the time when checking in with good and outstanding performers to discuss their ambitions, goals and development needs; ensuring they feel suitably challenged in their role. Managers should consider what other opportunities might be available to develop their experience and prepare them for future progression or in continuing to be a highly valued member of the team.

Even good and outstanding performers can build on their strengths and constructive feedback from managers can help them develop further.

4.5 Supporting Colleagues in New Roles (Internal Recruited)

When colleagues move to a new role within Riverside, they are not subject to the same probationary policy as new starters, however this shouldn't mean they are not given the same great experience and support to enable them to succeed in their new role.

Regular check-ins mean that managers can ensure their new colleague is clear on the objectives and expectations of their new role, completing role related or mandatory training, that they have the right network of contacts, and they are equipped to undertake their new role. Recording these conversations in People Hub can help the colleague and manager reflect on progress and agree objectives and support available.

Managers might find it helpful to use the probation check list to ensure they are preparing for their new team member and supporting them like they would any new colleague in their first 6 months of the role.

4.6 Supporting Colleagues who are 'Almost There'

Riverside recognises that sometimes, colleagues may not be able to achieve the performance goals or behaviours expected, and managers should arrange a check-in to give feedback and agree actions if possible. This should not be raised for the first time at the 'Wrap up' check in.

Where regular check-ins have not addressed concerns regarding a colleague's performance, managers should offer more structured support following the steps outlined below:

Step 1 Meet with the colleague to raise your concerns, give the colleague an opportunity to respond, discuss support available and set out a Performance and Support Improvement Plan template in People Hub (PSIP).

Clearly outline to colleagues where their performance is not meeting the expected standards. The manager should evidence to the colleague where they have not achieved the expected standards. This includes identifying any gaps in competence, including knowledge, skills, qualifications or behaviours required in applicable roles. Managers must ensure that any risks relating to tenant/customer safety or service delivery are addressed as a priority.

Ask the colleague if there are any blockers to their performance or if there are any other mitigating factors (internal or external) and do they require any additional training.

If after holding a meeting with the colleague, the manager feels the mitigating factors or barriers mean there is not a requirement to implement a PSIP then they can take the decision not to do so at this point. Please see the Performance Management Guidance for more information and a PSIP template.

It is important you record these meetings and the PSIP in the People Hub.

Step 2 Set regular review meetings with colleagues on PSIP to check on their progress against objectives and provide continued support. We would usually expect managers to check in meetings with colleagues every two weeks, with a minimum of 3 meetings over a 3 month period.

Step 3 If the colleague has been successful in achieving the objectives of their PSIP, then their PSIP ends, and managers should return to regular check-ins and the 'Conversations that Count' framework above.

4.7 Supporting Colleagues who have 'Some Way to Go'

Where colleagues are rated as 'some way to go', it is expected that they will already have a PSIP in place, usually for three months (however each PSIP will be different and the period for expected level of improvement may be less).

Managers are expected to use the 'Conversations that Count' framework to support their colleagues where they are not meeting our expectations in performance or behaviours. They should be sure they have set SMART goals, been clear with expectations and provided the relevant training and support required to perform the role, before moving to formal performance measures.

If they are still not meeting the expected standards managers may choose to meet with the colleague and extend their PSIP for a further period, no longer than 3 months, or refer to the People Advice team before following the below formal process.

Where issues are relating to behaviour or misconduct managers should refer to the Disciplinary Policy and People Advice Team for further information.

Where issues are relating to attendance or other sickness absence, managers should refer to the Supporting Employee Attendance Policy and People Advice Team for further information.

Formal Performance Improvement Meetings

In any formal performance meeting or hearing managers should inform the colleague of the date, time and location of the meeting usually 5 working days in advance. They should also supply the colleague with copies of any evidence. At the meeting, the colleague will have the opportunity to respond to the points raised and put forward any evidence in support of their case. Colleagues may be accompanied by a colleague companion or trade union representative. Please refer to our managers guidance for a toolkit on holding these meetings. Where their chosen companion is not available on the proposed date People Services will work to find an alternative in the following 5 days.

The outcome of a formal performance meeting may be to:

- **Take no further action** if performance is recognised to be of an acceptable standard, for example where extenuating circumstances have come to light in the meeting;
- **Provide additional support to the colleague;** for example this may be include reasonable adjustments being explored in line with the Reasonable Adjustments Policy;
- **Issue another Performance Support and Improvement Plan (PSIP);** this would usually be appropriate where the line manager considers that reasonable improvements have been made but some outstanding performance concerns remain.
- **Issue a first formal warning to the colleague:** A 'First Written Warning' will remain live for a period of 12 months from the date it is issued.
- **Final Written Warning:** Where a colleague has a current live warning for performance and they continue to fail to make the required improvements they may be issued with a final

written warning. A 'Final Written warning' and will remain live for a period of 12 months from the date it is issued.

Following the meeting the colleague should receive an outcome letter advising them of the decision made and the reason(s) behind it. If any warning is issued, the letter should also make clear to the colleague the improvement(s) required and the timescale in which the line manager expects them to be made and any additional support or training to be provided. The colleague should be advised in the letter of the potential for further action, including where applicable dismissal, if the required improvements are not met.

Managers should then meet with the colleague to confirm their understanding of the required performance measurements and support available, and then plan to meet regularly throughout the review period.

If the line manager is satisfied that the colleague's performance has improved to a satisfactory level at the end of the 12-month period no further formal action should be taken.

Dismissal Hearing

If whilst on a final written warning for performance the colleague fails to make the required improvements within the timeframe set in their PSIP, further performance issues emerge or performance deteriorates, the colleague should be invited to attend a dismissal hearing. The hearing will be conducted by a senior manager authorised to make dismissal decisions.

The outcome of the meeting may be:

- a decision to take no further action;
- the issuing of another performance management final warning which will remain on record for 12 months;
- Action short of dismissal: demotion or redeploy the colleague to alternative work; or
- a decision to dismiss the colleague.

In cases of demotion, and related salary deduction, an additional sanction may be that the individual will not be eligible for the annual salary increase whilst the warning is live. Once the warning is spent the pay rise is awarded but is not back dated. This must be agreed with the individual and the colleague should be informed of their right of appeal and how to do so.

Any offer to redeploy the colleague will be entirely at Riverside's discretion. Such an offer will be made only where Riverside is confident that the colleague will be able to perform well in the redeployed role.

Any dismissal will be with full notice or payment in lieu of notice. The decision to dismiss together with the reasons for dismissal will be set out in writing and sent to the colleague.

4.8 Appeal

With every formal decision that results in a warning or sanction, colleagues have a right to appeal. A request for an appeal should be sent in writing by the colleague within 10 working days of receiving their outcome letter and should set out the grounds on which the colleague believes that the decision was flawed or unfair.

Colleagues can raise appeals on various grounds, for example:

- If new evidence comes to light.
- If the colleague feels that the finding or penalty is unfair or unreasonable
- If the colleague feels the Performance Management Policy wasn't followed correctly.

An appeal has the potential to remedy the defects the colleague perceives in the original procedure and is not usually a re-hearing of the full capability (performance) meeting.

The appeal will usually be heard by a manager at the level above the manager who made the original decision, depending on the level of the colleague appealing. The appeal hearing will provide the colleague with an opportunity to present their case. Riverside cannot bring any additional evidence against the colleague to this hearing, although it may be possible that further investigations are undertaken after the meeting due to the fact that the colleague has provided further evidence to support their appeal.

Outcomes of the appeal meeting may be:

- The appeal is rejected and the original decision stands
- The appeal is supported and the sanction is either removed or reduced.

The outcome of the appeal will be confirmed to the colleague in writing, explaining the grounds on which the decision was reached. The outcome of the appeal will be final.

5. Further information and support

Performance Management Managers Guidance
 Performance Management Colleague Guidance
 Learning and Development Policy
 Induction & Probation Policy
 Reasonable Adjustments Policy
 People Hub How To Guides

6. Roles and responsibilities

Colleagues

Colleagues are responsible for taking ownership of their performance and development and for carrying out their role to the expected standards. They should record their performance and development conversations and check-ins on People Hub. Colleagues are expected to demonstrate Our Riverside Way in how they work with colleagues and customers, complete the learning and development required for their role, and raise any areas where they need additional support, training or development to ensure they meet their performance goals. They should regularly meet with their manager as part of the conversations that count framework.

Managers

Managers are responsible for setting clear, timely and suitable objectives for their team members. They should support team members in performance, training or development needs and highlight concerns as soon as possible. They should recognise and address under performance and behaviours outside of 'Our Riverside Way' in a timely manner. They should also recognise team

members who are high achieving and ensure they are suitably supported and challenged. They are also responsible for regularly catching up with all team members and recording these at least quarterly.

People Services

People Services is responsible for supporting managers and colleagues to understand and apply this policy, including the informal and formal stages of managing performance. People Services will provide appropriate advice, guidance, learning and development to support effective performance management and career development. People Services is also responsible for supporting the management of People Hub arrangements for recording and monitoring performance and development.

7. Risks

Performance management is monitored through People Services Advice team and dismissals due to poor performance are reported in the People Services Executives Report.

8. Appeals and complaints

Any concerns arising because of, or in connection with the People Performance Policy, should be explored and resolved informally wherever possible.

If concerns cannot be resolved informally, the Grievance Policy may be considered.

9. Monitoring and assurance

Riverside will monitor performance and competence across the organisation, with particular focus on applicable roles with regulatory requirements for competency. Reports are provided to senior leadership team on annual review completion and mandatory learning completion which will identify trends, risks and areas requiring intervention.

Riverside will ensure that colleagues, particularly those in applicable roles, are not only meeting performance objectives but are demonstrably competent in their role through the performance management cycle and Probation and Induction Process.

10. Equality, Diversity and Inclusion

Riverside is committed to Equality, Diversity & Inclusion. We strive to be fair in our dealings with all people, communities and organisations, taking into account the diverse nature of their culture and background and actively promoting inclusion. This policy aligns with Riverside's Equality, Diversity and Inclusion Policy and has been subject to an Equality Impact Assessment.